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ANNUAL REPORT CODED SEPARATELY:

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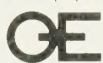
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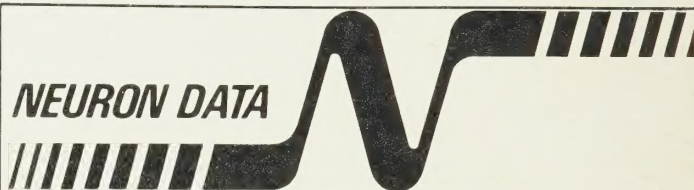
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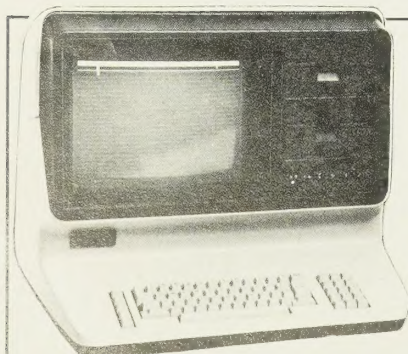
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PANORAMA

FOR HAMILTONIANS — ABOUT HAMILTONIANS — BY HAMILTONIANS

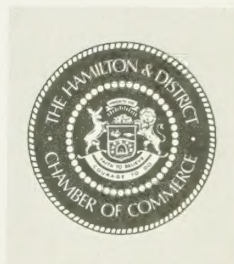
VOLUME 7, NUMBER 2

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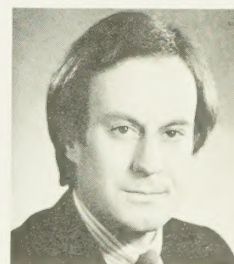
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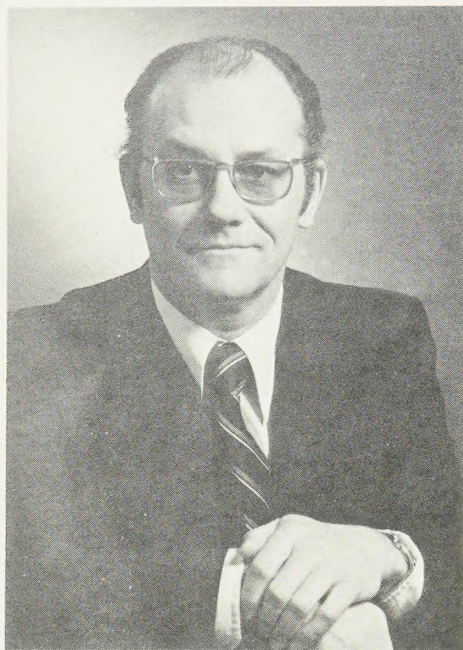
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Regular
Departments

COVER PHOTOS: • King and James Street intersection (looking south).
• The Hon. Isaac Buchanan, 1st President of the then
Hamilton Board of Trade (1845).
• The Lady Hamilton, a familiar sight to many area residents.



THE TICKET TO THE TOP OF THE MANAGERIAL LADDER

RICHARD J. CONNER
PLANT MANAGER
PROCTER AND GAMBLE INC.

What I want to talk about is the young man or woman who has just successfully completed his or her education, and now, for the first time, must head out into the real world to put bread on the table and a roof over their heads.

I realize that what I have just said is not such a particularly provocative or original statement, but it happens to be the great equalizer between all men and women who find they are in a somewhat less than independently wealthy position — and that's most of us. In other words, the guy stoking the blast furnace at either of our large steel mills has exactly the same motivation for getting up in the morning as does the President of the company — or any president of any company — or even a soap manufacturer like me.

Where the real difference comes into play, is in the levels of responsibility and stature each seek to attain during their professional careers. That's where advanced education provides the tools — but not the guarantee — of a ticket to the top.

All of this may sound a trifle like motherhood and apple pie, and perhaps it is, but as I see it, this continent is returning to conservative ideologies almost everywhere I look, and I think we have to remind ourselves from time-to-time that there is no such thing as a free ride anymore.

Too many people view their education as an automatic **"ticket to the top of the managerial ladder"** without realizing that all it really gives them is the opportunity to **buy** the ticket — and the

price, if you're interested, and you should be, is all of those things any employer expects from any worthwhile employee, loyalty, dedication, ambition, the application of educational tools, self-pride, company pride, patience, and above all, a self-imposed and self-enforced value system that will get the employee out of bed in the morning **ready, willing and able** to give **"a good day's work for a good day's pay"**.

And that value system is important

what do I have to do to survive and get ahead?"

If I can quote William R. Gurganus, who just retired as President of Procter and Gamble International, when asked what advice he would give to young people interested in moving toward top management:

"I would advise them to give careful consideration to past experience which could be pertinent to their proposals and decisions. Most people have a

"... The guy stoking the blast furnace at either of our large steel mills has exactly the same motivation for getting up in the morning as does the president of the company — or any president of any company — or even a soap manufacturer like me."

in other ways as well. The individual should be comfortable with the standards they have set. They should take it upon themselves to test them against the expectations of the company . . . if they fit, great . . . if they **don't**, and they **won't** change and the company can't — **then they should get out**. Life is much too short to work where an individual is not at ease making the kind of decisions which don't reflect his or her own values.

So now that I've said all of that, I suppose many are quietly saying **"but**

natural inclination to trust their own judgement and to want to see their own ideas put into action posthaste. The truth is, however, that we seldom come up with ideas which haven't already been examined and in many cases tested — in one way or another — somewhere in the vast knowledge and experience of the company. Taking enough time to evaluate objectively what has gone before can be a great aid to enhancing good ideas and avoiding the awful waste of repeated mistakes.

"Above all, I would recommend an adherence to some basic principles. These should include integrity, thoroughness, open-mindedness and industriousness, as well as a resolve to be good citizens, and to deal fairly with all parties. It isn't enough to be familiar with these principles, you've also got to believe in them.

"A young manager who honours these principles while making diligent use of his or her own intelligence and ability is likely to be happy and do well within his or her company".

As I interpret all of that, Mr. Gurganus is saying . . . "be careful" . . . "be cautious" . . . "be deliberate" . . . "be yourself" . . . "don't alienate those around you, particularly in your early days" . . . "develop bonds of trust and respect among your fellow workers" . . . **"then let your creative and managerial juices flow"**.

All of these are important if you want to make your mark on your organization, particularly in these days of shifting loyalties, decreasing confidence and changing institutions.

To be a manager you must first be a leader, and to be a leader you must have the **trust, confidence and back-up support** of those you will lead. You may very well have all of the tangible skills necessary to be a successful manager — **motivation, initiative, confidence in your own abilities to get the job done**, but if you lack the intangibles, **specifically the ability to generate the trust, respect and confidence of those above and below you**, then your effectiveness will be limited.

There is an old saying that goes something like **"no man is an island . . ."** that is never more true than when it is applied to those operating a business, whether it be big or small. All of us are so inter-related and inter-dependent that the profitability of the business, and indeed our own personal careers within the business, can be endangered if we ignore personal relationships both inside and outside its walls.

One well-known company in Hamilton has as its slogan **"our product is steel, our strength is people"**. I'm sure its marketing people would tell you that their slogan does not directly sell one ingot of steel, but indirectly it portrays an image which inspires confidence, trust and respect, keeps the company name in front of the right people for the right reasons, develops pride within its employees, and ultimately makes the sales which are necessary for survival.

Other businesses have variations of that approach. For example, Firestone has its **"good neighbour policy"** —

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THOUGHT TO PONDER

***"It is great to be educated,
but don't let it hold you back."***

“The leaders, the innovators, have climbed above what is often referred to as the ‘tunnel vision mentality’ simply by realizing that there is much more to the operation of a successful business than just the making of the product or the delivery of the service.”

and what all of them are attempting to do is to get their employees, suppliers and customers inter-relating with each other — both at the workplace and in the community. They have found that it makes good business sense, that it promotes business as a caring and sharing community resource, and develops their people in areas which no textbook can teach.

And that leads me to the last point I want to make — I call it professionalism — you own personal professionalism, and I don't necessarily mean your total ability to do just the job assigned to you.

Every successful supervisor, manager, department head, vice-president or president, or whatever **your** title will happen to be someday, got to be where they are because they have a special ingredient which someone else spotted within them. For example, you could be the greatest widget maker in the world, **but if that is all you know how to do, that's about as far as you are going to go.** But if you're the greatest widget maker in the world and you

know what it costs to make those widgets; can develop a plan to effectively market them, and can piece together a transportation system which will get them to the market place, then you have become a valuable commodity — a professional in the widget business.

And that's true with almost every type of business you care to look at. The leaders, the innovators, have climbed above what is often referred to as the **“tunnel vision mentality”** simply by realizing that there is much more to the operation of a successful business than just the making of the product or the delivery of the service.

They recognize that industrial relations and public relations play as important a role as do inventory control, quality control, accounting and maintenance, and they get a handle on **all** of them, either through additional formal education specifically targeted to those areas, or simply by being inquisitive and nosing around (which isn't such a bad method if you ever think of trying it.)

The message I hope I am getting across is that almost **anybody, anywhere**, can hire an expert or specialist for **anything**, and we need those people, but those who operate from a much broader base are somewhat more difficult to find **and hold**. Those are the people who know **their company**, **know their responsibilities** and **know their community**, from top-to-bottom, and they know how they all inter-relate.

I refer to them as professionals, because in my view **they** are the **cream**, **and will eventually rise to the top.**

And should that time come, for whatever reason, when they find it necessary to move on, I know they will experience little difficulty finding yet another **rewarding, self-fulfilling** and hopefully more **profitable** position. In this instance, it's a sellers market.

In other words, the **broader** your outlook and the more **wide-ranging** your skills, the better your chances of succeeding at this game we call **“success.”**

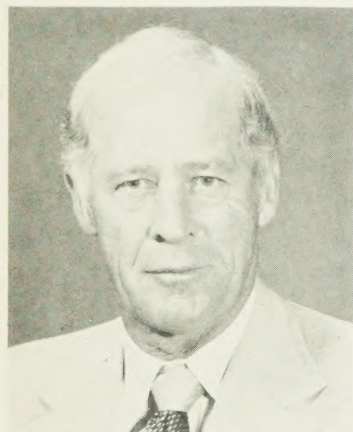
BEWARE OF CREDIT CARE BORROWING

An ingenious new fraud has emerged in the eastern U.S. which merits a word of caution to those travelling in that area.

People staying at motels and hotels have received calls (usually late at night) from a man posing as the “registration clerk,” advising that the lodging's computer has gone awry, and that registration information (including credit arrangements) must be reprogrammed. Rather than disturb the guest, he offers to “send someone up to borrow your card for just a moment.” Someone, often dressed in a hotel uniform, does appear and does pick up the credit card. But that's the last the guest sees of him, or it. **BEWARE!**

THE HAMILTON AND DISTRICT
CHAMBER OF COMMERCE

135TH ANNUAL MEETING



GUEST SPEAKER

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MINISTER OF ENERGY AND
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PLEASE NOTE THE CHANGE OF DATE FOR THIS MEETING. BECAUSE OF EXTENUATING CIRCUMSTANCES THE MINISTER WOULD HAVE BEEN UNABLE TO PARTICIPATE ON THE ORIGINAL DATE OF MARCH 4TH. WE REGRET ANY PERSONAL INCONVENIENCE THIS MAY HAVE CAUSED YOU.

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VIEWPOINT



SAD. VERY SAD.

Although the vast majority of the members of Hamilton-Wentworth Regional Council appear to be solidly behind the movement to shake this area out of its supposed economic doldrums, there still appears to be a few who continually insist that we "aren't, can't and won't" be going anywhere.

To them the catch-word is "STAGNATION", and it catches and justifies everything.

They use declining population statistics to recommend funding cuts in programs specifically designed to reverse that trend.

They look at the construction of a major shopping mall on the Mountain and use that to suggest withdrawing from a feasibility study of a new and extremely innovative Rapid Transit System between that population centre and the downtown core. They have somehow rationalized to their own satisfaction that the need will no longer exist when the shopping centre opens.

And they view the lack of interest in the east mountain Industrial Park and the residential Satellite City as sufficient evidence to question the insertion of transportation corridors which would make them more accessible and attractive to prospective developers and home buyers.

It really is a sad situation.

There was a time when all such negativism was laid at the door of the one-tier/two-tier squabble. Since this new Council took office that has not been an issue. Yet we are continually plagued by voices preaching doom and

gloom, which is unfortunate, since they are not only being heard in our Council Chambers, but also in the boardrooms of business investors around the world.

It was a sad moment when one such Councillor rose recently at a Council meeting to question the spending of three million Hamilton-Wentworth tax dollars on the study of a proposed Rapid Transit System. But it was immediately reassuring to see the firm hand of the Regional Chairman correct the individual by pointing out that it was not the Regional Municipality, but the other senior levels of government which were funding the project.

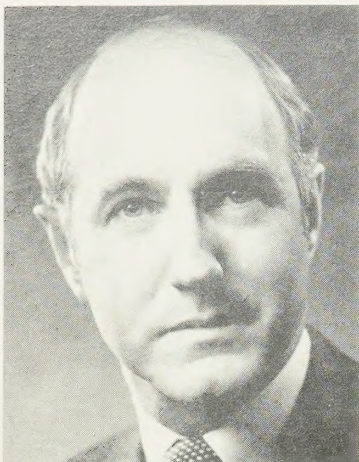
We may have many unresolved issues of a political nature in this Region, and perhaps we will always have them, but surely they should not be permitted to confuse or influence those which are truly economic and which directly affect the everyday lives of our people.

Below the surface however, it does appear that a genuine effort is being made by almost all of our Regional Councillors to get along and get the job done. For example, five of the six Regionally represented municipalities have banded together to take advantage of the savings generated through co-operative purchasing.

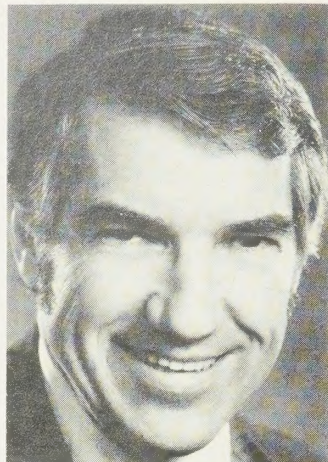
It is interesting to note that the one community which remains on the outside is the same one which questioned the advisability of the Rapid Transit Study and the spending associated with it.

Sad. Very sad.

MEMBERS MAKING NEWS



W. P. (Bill) Cooper



Tom Bochsler



Management Development Course Graduation

★ W. P. (Bill) COOPER, President and General Manager of COOPER CONSTRUCTION COMPANY LIMITED, is the current Chairman of one of Ontario's best known tourist attractions — ONTARIO PLACE. Mr. Cooper is also a Past President of The Hamilton & District Chamber.

★ Well known Hamilton commercial/industrial photographer TOM BOCHSLER (Tom Bochsler Photography Limited), has been invited to present two programs at a conference in England during March. The presentation is being made on the authority of the Institute of Incorporated Photographers of Britain. He already has done one this year for the Northern Ohio Professional Photographers. Much of his photography is used in local and national advertising for industry, annual reports, and special techniques to illustrate industries such as electrical, logging, nuclear and steel for corporate information releases.

★ BEATTY-HALL CONSTRUCTION CO. LIMITED of Hamilton, has been appointed the Builder-Dealer for Behlen Wickes Building Systems in Mississauga. Beatty-Hall will also continue to serve the Hamilton areas as a Pre-Engineered Building Dealer. Beatty-Hall have also just received the Regional Award for the dealer with the highest volume of sales in Ontario.

★ URMAS SOOMET (Assistant to the Corporate Secretary of DOFASCO INC.), Chairman of the Chamber's Municipal/Regional Affairs Committee, has been appointed Chairman of the Agency Relations Committee of the UNITED WAY of Burlington Hamilton-Wentworth for the year 1981.

★ MIKE PENNOCK, the former Research Director of the Social Planning and Research Council of Hamilton and District has been appointed Executive Director of that agency. He replaces

DON PIERCE who has moved to other responsibilities in Thunder Bay.

★ GEORGE RADNOR, well known to many Chamber members, particularly in Dundas, as General Manager of the DUNDAS PUBLIC UTILITIES COMMISSION, has taken on new responsibilities in the Town of Stoney Creek. Effective March 1st, 1981 he became the General Manager of the newly created STONEY CREEK HYDRO ELECTRIC COMMISSION.

★ CLARKSON GORDON is making available a valuable little booklet entitled "THE BUSINESS-MAN'S GUIDE TO CANADA'S COMMODITY TAXES." Its purpose is simply to give businessmen a basic knowledge of these particular taxes, without which a sizeable profit drain cannot be minimized. Contact MURRAY HALPREN (528-7991).

★ MacGILLIVRAY & CO. have turned out a series of booklets on the theme "DOING BUSINESS IN . . ." The countries they are specially tailored for include The United States, The Federal Republic of Germany, Australia, New Zealand, Republic of South Africa, Sweden, France, and The United Kingdom. Contact BRUNO BRAGOLI (523-7732).

★ The CHAMBER and MOHAWK COLLEGE "MANAGEMENT DEVELOPMENT COURSES" continue to attract record numbers of men and women wishing to up-grade their managerial skills. Graduation ceremonies at the conclusion of each course are traditionally held at the Chamber. Recent exercises completely filled the new Plaza Club facility. Above, then Chamber 1st Vice-President BOB GILMOUR (WABCO LTD.) congratulates one of the graduates. Centre is ALLAN GREGSON, Dean of Continuing Education at the College.

CHAMBER OF COMMERCE "COMING EVENTS"

HAMILTON AND DISTRICT CHAMBER OF COMMERCE

135TH ANNUAL MEETING

TUESDAY, APRIL 7TH, 1981

SEE DETAILS ON PAGE 7

"CHAMBER OF COMMERCE WEEK"

APRIL 27 - MAY 1, 1981

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- ★ Continental Bank
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PRESIDENT'S GOLF TOURNAMENT

Thursday, September 10th, 1981

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PAY TELEVISION

DOES IT HAVE A FUTURE IN CANADA?

In the early 70's Canada was a nation that was heavily cabled, particularly in the urban areas with a large proportion of Canadians viewing by cable, whereas in the U.S., cable was still very much a rural phenomenon with only a small percentage of total households viewing via cable. This relative imbalance between the impact of cable television in Canada and its impact in the U.S. started changing at a dramatic rate in the mid-70's. What happened to change all this was a thing with which you no doubt are all familiar called "pay television".

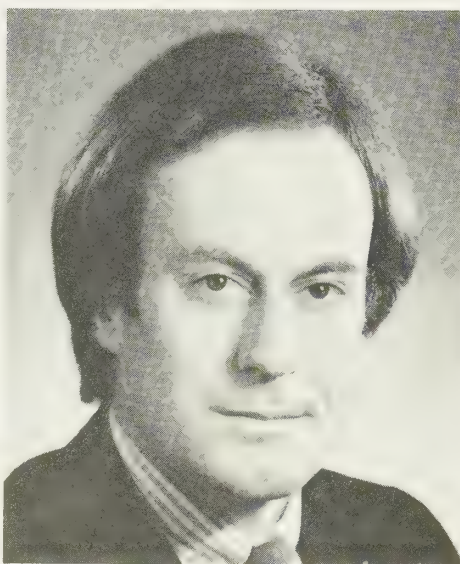
I would suggest that in future years, the introduction of pay television, as a parallel thrust to so-called "free" television, will be regarded as the catalyst which touched off a major transformation in television broadcasting as we know it today.

It's useful, therefore, to examine the brief history of pay television in the United States, and indeed, the brief history of Canada's inaction on pay television before speculating on the future implications of pay television on Canadian broadcasting.

Pay television is not a new concept. It is my understanding that in the 40's when television was a fledgling industry in the United States, there was some thought given to making television a discretionary service to be financed by a payment-for-use scheme.

This, of course, did not evolve and instead, the U.S. opted for the advertiser-based system as we know it today. The success of the advertiser-based system depends heavily on programming which will attract the maximum sized audiences and is therefore, by its very nature, geared to a certain common denominator.

In spite of the runaway success of advertiser-based television, the idea of discretionary or pay television did not



COLIN C. WATSON

PRESIDENT

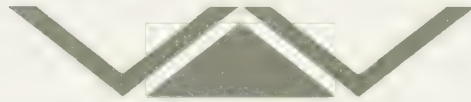
CANADIAN CABLESYSTEMS

die and a number of experiments were conducted over the years. One notable experiment was carried out in the early 60's in Etobicoke, a Toronto suburb, by the predecessor company of my company, Canadian Cablesystems. While I refer to it as an experiment now, it certainly wasn't regarded as an experiment at the time. Several thousand homes were wired up to a central source so that closed circuit programs could be provided directly to the home. Typically, the programming fare consisted of sporting events and first-run movies. Every subscriber was provided with a box that sat on top of his television set into which he dropped coins when he wished to view a particular program. While the tele-meter experiment was not a financial success, it did prove that people were willing to spend six to ten dollars a month (on an inflation-adjusted basis) to watch selected closed circuit programs.

The economic failure was more related to the fact that it was a stand-alone system that required all of the capital costs to be amortized against the pay TV business than to people's propensity to pay for programs. Had this pay TV system been piggybacked on an existing cable system, it may well have been a financial success as well, although I shudder at the logistics of having to travel around to the houses collecting coins that have been deposited in set top boxes.

In the late 60's and early 70's, a number of false starts on pay television were made in a variety of U.S. communities. All of these ventures relied on a pay-per-program-type format which ranged from digestible tickets which were ground up by a box on top of the television set to interactive systems that required telephone contact by the subscriber to a central source.

WABCO



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Supplying the Canadian Rail & Mass Transit Industry with braking equipment since 1897.

Supporting the Hamilton-Wentworth Community through innovative manufacturing and engineering techniques.



SEAMAN ST., STONEY CREEK — 1980

It wasn't until a company called Home Box Office, backed by its parent company, Time Inc., decided to put a subscription form of pay television up on the satellite in 1975 that the pay television industry in the U.S. really broke out. From a handful of subscribers in 1973, the pay television business in the United States has grown to over ten million subscribers today with new subscribers joining on at the phenomenal rate of over 200,000 per month. The pay television subscriber is paying between eight and twenty dollars a month for a menu of 15-20 different events a month. These events are primarily first subsequent-run movies but there are also a number of entertainment specials and a lesser number of sports events. At an average subscriber rate of, say, \$12 per month or \$144 per year, that represents an industry with revenues of over one billion dollars per annum and those numbers should conservatively double within the next three years.

Now, while all of this has been going on in the U.S., pay television in Canada has been progressing at a somewhat slower pace. In 1976 at the annual Canadian Cable Television Convention in Toronto, Jeanne Sauve, then Minister of Communications, announced that pay TV is "inevitable" and indicated that a system for pay television would

be licensed shortly thereafter. Three public hearings later, we are still, as a country, trying to formulate a policy for the introduction of pay television. Meanwhile, as with the introduction of television and later colour television, Canada, to the very real detriment of its creative community, broadcast industry and certainly its consumers, is delaying the introduction of pay television.

While it's easy to be slightly cynical about the approach taken by Canadian regulators, I do firmly believe that the introduction of pay television in Canada has to be very carefully considered from a number of policy standpoints, among which, of course, is the impact on the Canadian broadcasters. It goes without saying that from a consumer standpoint, pay television would be regarded as a huge boon by any television viewer.

Unfortunately, time is running out on our Canadian policy makers. We now have unlicensed American over-the-air pay television flowing into southern Ontario. Indeed, two of our cable systems are now carrying WXON-Detroit which is providing a scrambled pay television signal during prime time hours. Undoubtedly, many of our subscribers in south-western Ontario have availed themselves of "illegal" de-

scramblers and are happily watching 100% American pay television.

The government of Saskatchewan, frustrated in its attempts to deal with the federal government on the issue of cable television, went ahead and instituted a pay television plan of its own. This went bankrupt but was subsequently turned over to cable operators in that province who now appear to be running it on a profitable basis. Once again, the content of this system is virtually 100% American. We have the situation in Toronto of Baton Broadcasting, the owner of the flagship CTV station CFTO, purchasing a company which is in the business of installing master antenna systems on large apartment complexes. It is fairly obvious that Baton's reason for buying Allview is as a means of corralling the lucrative apartment pay TV market in Toronto and indeed, the whole Golden Horseshoe. Since closed circuit apartment pay TV would be outside of the CRTC jurisdiction, one can rest assured that the content of the pay television provided to such apartment buildings would once again be 100% American.

I'm sure you are aware of the growing number of earth stations that have

(continued page 18)

The Economy

COST OF LIVING UP. The consumer price index for December was 221.3, an increase of 0.6% from the November figure of 220.0 and stood at 11.2% above the December, 1979 level of 199.0. The foregoing figures are calculated on a time-reference base of 1971 = 100. The index for December, 1980, based on the 1961 time-reference period was 295.2.

INDUSTRIAL PRODUCTION UP. The seasonally-adjusted index of industrial production increased 0.5% in October to 134.0 from the revised September level of 133.3. This figure is calculated on a 1971 weight and reference base.

WEEKLY EARNINGS UP. Average weekly earnings at the composite level in October were \$328.72, up from the preliminary September figure, according to a first estimate based on a limited number of returns. In October, 1979, the average was \$297.12.

UNEMPLOYMENT UP. In December, the number of unemployed persons totalled 810,000, an increase of 23,000 from a month earlier. The number of persons without jobs constituted 7.1% of a labour force of 11,445,000. The seasonally-adjusted unemployment rate was 7.4%, up from 7.3% in November.

LABOUR INCOME UP. Total labour income, not adjusted for seasonal variations, was estimated at \$14,181.0 million in October, an increase from the September estimate of \$14,006.5 million. The latest figure represents a gain of 12.2% from the October, 1979 level.

STRIKES AND LOCKOUTS DOWN. The time loss resulting from the 214 work stoppages recorded for August* amounted to 994,300 man-days, a decrease from the 1,056,640 man-days lost from the 215 work stoppages during July, 1980.

BEWARE BEFORE YOU BUY!

Promoters are making long-distance telephone calls to scores of small business operators attempting to sell them key chains, pens or lighters bearing the company name and telephone number, and offering free trips or cameras as an incentive.

RCMP officers have advised that these "fly-by-night" operators have been making misleading approaches of this type in centres across Canada in the past 12 months with unfortunate results. The "quality, brand name" pens and lighters (always shipped COD) turn out to be of very poor quality, and the "free trips" only amount to discount coupons on purchases made in Las Vegas, Miami or Cuba — if you pay for a trip there yourself!

Scores of smaller businesses have been taken in by the scheme, report the RCMP, and many have found their "purchases" to be of such low quality they simply threw them away.

Legitimate sales people merchandizing promotional products will be willing to call upon you to discuss the sale, to provide a description of their offer in writing, offer terms other than COD. The "quick buck" artists won't. BEWARE!



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United Way

Thanks to you...
and you...and you...
it's
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BUSINESS ADVISOR

COMMUNICATION

WRITTEN REPORTS are aimed at people who are apt to have similar interests. CONSIDERATIONS: Grab readers' attention quickly. Keep language restrained and objective. Avoid generalizations. Spell out what's important. Attach documentation. Paragraph and underscore for fast reading and to emphasize key points. Wind up with a taut summary.

PERSONNEL

BEFORE CRITICIZING an employee's performance, consider: Were results hampered by factors outside the employee's control? Did subordinates or fellow workers outside the employee's jurisdiction cause problems? Were there communications problems that were not caused by the employee?

INTERVIEWING TECHNIQUE

WHEN ASKING PROBING QUESTIONS, make them open-ended. POINT: Not to see if job candidates know the right yes-or-no answer (they probably do), but to see how they operate under pressure when handed a problem. EXAMPLE: How would you feel about postponing a long-planned vacation to chaperone an important out-of-town visitor around the community for three days?

USING A PHONE CALL TO COLLECT AN OVERDUE BILL

1. Speak to the person who signs the cheque.
2. Make the call as personal as possible. Always address the customer by name.

3. Give the customer a chance to explain. There may be a valid excuse for being late.

4. Press to learn the real reason for non-payment. If customer dissatisfaction is the cause, a sympathetic ear or the prompt adjustment of a complaint may be the best way to speed up payment.

5. Don't hang up without specifying details of the payment arrangement. Determine what the next step will be — whether it's to pick up the check on a particular day, call back, etc.

HOW TO PROTECT BUSINESS CONFIDENTIALITY

COMMON PROBLEM: Many employees aren't sure what's confidential and what isn't. SOLUTION: Classify documents and stamp the degree of confidentiality on them.

OTHER WAYS TO TIGHTEN PROCEDURES:

1. Beware of those employees most likely to let secrets slip. BEST CANDIDATES: Those who socialize with competitors, compulsive talkers, and people who boast when drinking. PREVENTION: Keep them off the list for classified documents.

2. Don't discuss plans or developments with colleagues in nonsecure places. There's no way of knowing who's listening.

3. Require that all desks be cleared of confidential information at the end of each day.

4. Account for every key to the office. Change locks when an employee who has had access to a key leaves the company.

5. Don't throw sensitive material into

office wastebaskets. **COST-CUTTING IDEA:** Take it home and throw it out there. It's cheaper than buying a paper shredder

WHAT INFORMATION TO GET FROM A DEPARTING EMPLOYEE

No matter why they are leaving, all departing employees should be interviewed by a sensitive representative of the business. But a variety of approaches is necessary. THE TYPE OF INTERVIEW DEPENDS ON WHETHER THE WORKER IS:

1. Leaving for a better job and worth retaining. In this case, hold the interview as soon as the resignation is offered. Look for underlying reasons that can be corrected in order to keep the employee.

2. Voluntarily departing for reasons that have nothing to do with the company. EXAMPLES: Returning to school or moving with a spouse to another community. Delve into what's wrong with general company procedures and policies, and ask for recommended solutions.

3. Being fired for poor performance. Try to find out why the match did not work to determine how future hiring mistakes can be avoided.

4. Being let go for having stolen, broken rules, been insubordinate, or otherwise invited dismissal. Play the father-confessor role. PAYOFF: Information on security lapses and tip-offs on other dishonest employees.

5. CAUTION: Don't rush the interview. Schedule at least an hour, to give the employee time to open up and be candid. If hostility erupts, then quickly end the interview.



HAMILTON AUTOMOBILE CLUB EXECUTRIP Commercial Travel

- | | |
|---------------------------|--|
| Staff | Experienced Certified Travel Counsellors Handling Business Travel Exclusively |
| Airline Reservations | Instantly confirmed to you while on the telephone through our Reservac II Computer. |
| Car Rentals | Prepaid vouchers issued for each reservation. This guarantees your reservation. Invoiced monthly. |
| Credit | All airline tickets issued against major credit cards — (30-50 days credit) prepaid hotels/car rentals — 30 days credit. |
| Automated Ticket Printing | Instantaneous ticket printing exclusive to Executrip clients. |
| Ticket Delivery | Regular delivery of tickets and vouchers. |
| Financial Stability | Hamilton Automobile Club has been serving the Hamilton area since 1903. |
| * H.A.C. Membership | First year membership in the Hamilton Automobile Club paid by Executrip for designated Company travellers. |

(For indepth information call D. Galbraith at 525-1210).

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At Carter Chev-Olds, we know that you count on good, reliable transportation and that you expect service you can depend on. That's why we say we'll "Fix it right the first time, or fix it free!"

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Carter ^{OF} *Hamilton*

CANNON AT FERGUSON 527-7003



"IF MY NAME IS ON YOUR CAR... YOU CAN DEPEND ON IT."

CITY OF HAMILTON

Construction activity for December, 1980	
Residential	27.32%
Commercial	64.30%
Industrial	7.32%
Institutional & Government68%
Miscellaneous38%
	100.00%

Summary

Residential

a) Garages & Carports	\$ 7,950
b) Swimming Pools	
c) 1 & 2 Family	
New	832,230
Alteration & Addition	326,176
d) Multiple (Row & Apt.)	
New	
Alteration & Addition	33,600

Commercial

New	200,000
Alteration & Addition	2,624,312

Industrial

New	226,000
Alteration & Addition	95,935

Institutional & Government

New	
Alteration & Addition	30,000

Miscellaneous

Demolition	
Signs	16,000

TOTAL \$4,392,203

December 1980	\$ 4,392,203
December 1979	\$14,187,390
DECREASE	\$ 9,795,187
12 months 1980	\$119,750,233
12 months 1979	\$ 81,433,485
12 months 1978	\$ 85,069,966
12 months 1977	\$113,662,021

• QUOTE OF THE MONTH •

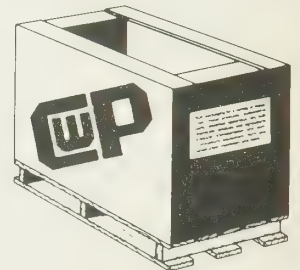
"When you stop to think about it, most of the friction in Canada is being caused by oil."

QUALITY WOODEN

INDUSTRIAL PACKAGING

FOR WAREHOUSING AND SHIPMENT
DOMESTIC ... EXPORT

- Skids
- Pallets
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Hamilton Area - call toll free 647-2752
Cambridge - near Hwy. 24 & 401 - 623-0855
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MEMBERS:

- The Hamilton & District Chamber of Commerce
- Brantford Cambridge and Kitchener Chamber of Commerce
- Canadian Federation of Independent Business
- Canadian Wood Pallet & Containers Association
- Canadian Manufacturers' Association

COLONIAL WOOD PRODUCTS INC.

P.O. Box 1835, Prince Charles Road, Brantford, Ont. N3T 5W4

ONE STOP SHOPPING FOR SMALL BUSINESS

- Financial Assistance
- Management Counselling
- Management Training
- Information Service



FOR AN APPOINTMENT CALL **523-2954**

FEDERAL BUSINESS DEVELOPMENT BANK

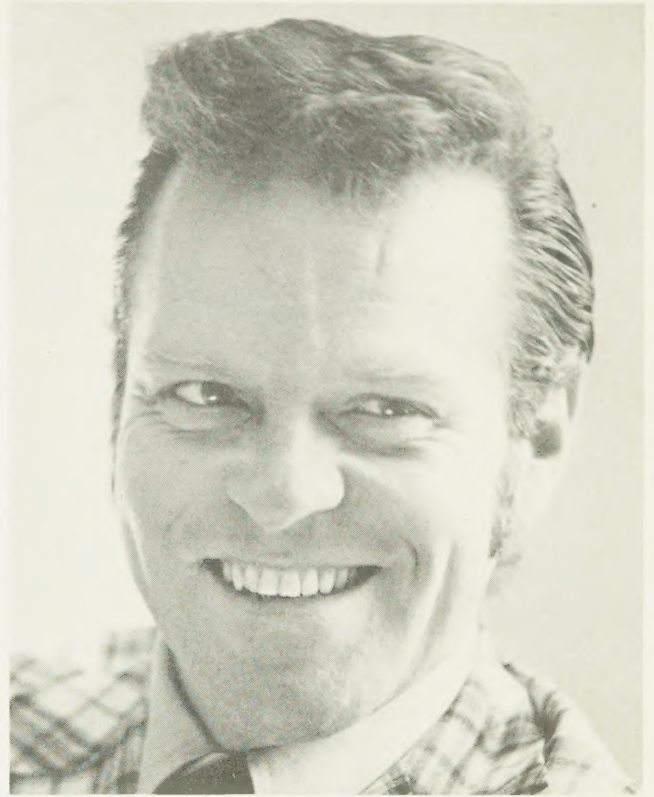
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HAMILTON, ONT.
L8N 1E8

You could be helping someone steal your car unless you ...

lock it and pocket the key



FOOTBALL AS A UNIFYING FORCE IN CANADA



GARY SUMMERS

SPORTS DIRECTOR

CKOC RADIO

Recently I made a comment on CKOC about the Half-time Production at our Grey Cup game. I said it was "fantastic"; that it brought back the Olympic feeling in this country; that people stood and cheered with tears in their eyes, as the song "Canada Is" rocked the C.N.E. Stadium; that the biggest Canadian flag you've ever seen was carried to centre field by many of this nation's founding peoples and nationalities. I said I'd write to our CFL Commissioner, Jake Gaudaur, and express my feeling about the disgraceful way the T.V. Networks handled the half-time show. They handled it, like it wasn't even happening. I thought it was **sad**, very sad, because if **ever** Canadians needed a feeling like the

55,000 of us **in** the stadium got from that show, it is now. The 7 million T.V. viewers at home would have loved it too, but they were deprived of seeing it. I am happy to be able to tell you that Mr. Gaudaur has written back to me with the information that in the **new** T.V. contract between the league and networks, the league executive (namely, Mr. Jake Gaudaur) will now have an input into production matters like the half-time show. As I said before, sometimes the half-time drama is a greater show than the game itself. **Next** year, I'm delighted to say, you may **see** some of that great half-time entertainment in your homes, if you're not lucky enough to be in the stadium.



PAY TELEVISION

been located in rural and remote communities and indeed some not so rural and remote. These communities which heretofore have had little or no TV reception can now receive movies, sports events, and superstations off the U.S. satellites.

Curiously enough, many remote areas are now served by more and better U.S. entertainment programming than our border cities. For once the south is demanding what the north already has.

I am personally optimistic that the CRTC and the government will take action on pay television in the near future. At this point, I'm afraid I can only speculate on the timing of its introduction. I will tell you, however, that our company is preparing to be selling pay TV by September 1981. So you might well ask at this point, why should I as a viewer care about pay TV and why should Canada as a country care about pay TV?

First, from the subscribers' point of view, pay television is just a terrific service. It's a simple service involving a dedicated cable channel that runs 15-20 new movies every month for a given fee of, say, \$10 per month. The movies are free of commercials and are uncut or, in other words, are in the same format as we see them in movie houses. As you can quickly appreciate, it is a very good economic proposition, even if only one or two movies a month are viewed and enjoyed. It has a **proven** consumer track record in the United States where

roughly 80% of cable subscribers sign up for the service as a supplement to their normal cable service.

The reason for the Canadian government's current concern over pay TV are twofold, one positive and one negative. The negative reason is very simply that if Canada does not get on and license its own pay television system, all Canadians will soon be watching pay television anyway from American satellites and control of our own system will be completely lost.

The positive reason is that pay television represents the one last major source of funding for Canadian creative talent, and this source of funding intrigues the CRTC and the Canadian government. Studies have indicated that a national pay television system implemented in Canada could throw off between \$40-50 million dollars a year directly into the Canadian production industry for the production of Canadian movies and entertainment specials. These movies and entertainment specials would then be shown on a pay television service that would be between 30-50% Canadian, while at the same time very attractive to the viewing public.

1981 will be a benchmark year in Canadian broadcasting, insofar as decisions will be made on pay television and the carriage of new programming services on Canadian satellites, that will manifestly affect the direction of Canadian broadcasting in the next ten years.

OVERVIEW

ELECTION CAMPAIGNS

Legislative measures designed to trim federal election campaigns from 60 to 47 days has been introduced by the President of the Privy Council. The Bill, C-58, eliminates preliminary voters' lists, essentially shortening the period for revising the final list.

OXYGEN KITS

A warning was recently issued by the Federal Health Department against the use of emergency portable oxygen kits manufactured by Green Cross Solid State Oxygen Inc. of Dania, Florida. The Department said that the units should not be used because they do not deliver sufficient amounts of oxygen.

JAPANESE BANKS IN CANADA

Canada and Japan have confirmed an agreement allowing Japanese banks to set up full banking subsidiaries in Canada — permitted as a result of the new Bank Act — while Canadian banks will be allowed to establish branches in Japan.

FEDERAL SPENDING

The Finance Department said February 10th that the cumulative deficit for the first nine months of the current fiscal year was \$9,444 million on budgetary revenues of \$32,075 and expenditures totalling \$41,519 million.

THE CENSUS

1981 has been declared census year with enumeration scheduled for June. Statistics Canada is asking that companies and business associations provide their support by directing people in their organizations to use the communications vehicles at their disposal, bringing a census message to both members and the general public.

TAXI TARIFFS

On January 13th, 1981, Hamilton City Council passed a by-law which increased taxi tariffs effective February 1, 1981.

Note for your records the following:

- | | |
|--|----------------|
| 1. First 1/7 kilometre or part | \$1.00 |
| 2. Each additional 1/7 kilometre | \$.10 |
| 3. Livery or meter cabs by agreement (hourly) | \$15.00 |
| 4. Minimum charge per engagement
excluding charges other than meter | \$2.00 |

JUNIOR ACHIEVEMENT: A business opportunity to invest in the future



Objectives

Junior Achievement objectives are:

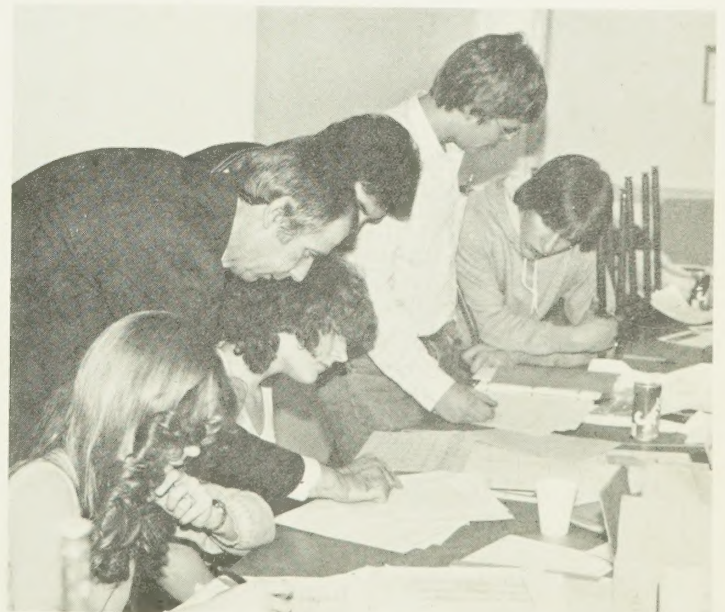
- ☐ to provide young people with a realistic overview of business operations, including the roles played by profit, the community and government in the economy;
- ☐ to develop a better understanding of human relations in a business environment;
- ☐ to encourage a positive, analytical attitude toward working in the economic system.

As an education program, Junior Achievement is developing new programs for interpreting business to youth.

Junior Achievement's goal is to become an essential part of the community's resources for business education.

Funding

JA is a non-profit corporation which encourages business and industry's investment in youth through direct funding of, and participation in JA's learn-by-doing practical business and economics program.

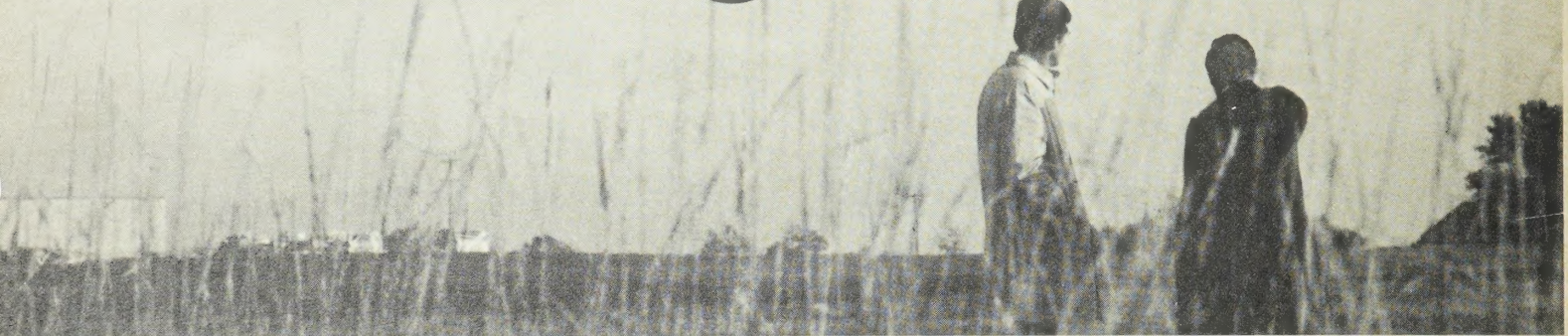


**Help our youth get started. Help them understand
Canadian business. Give us your time, your money, or your people
who can help advise and work with the Achievers at JA.**

Contact Roy Turvey, Executive Director, Junior Achievement of Hamilton,
48 Ferguson Ave. South, Hamilton (525-5343).



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You'll find unspoiled conservation areas just minutes away from our steel mills. You can enjoy country living within minutes of your plant or office. You can sail, golf, ski, hike and camp, attend a symphony, opera or Broadway show without even leaving town.

We're the natural choice that makes sound business sense.

Your company will be strategically located to serve major

markets in Canada and the United States via efficient road, rail, water and air transportation.

Energy has a secure future in Hamilton-Wentworth. Canada has an abundance of natural gas, oil, coal and electrical power.

So share in our good life and our great future. We're ready to move to help make it happen without red tape and delay. Because Hamilton-Wentworth is one beautiful environment for business people. And birds.

We cut red tape in

Hamilton  **Wentworth**
CANADA

John D. Morand,
Director, Economic
Development Department,
Regional Municipality
of Hamilton-Wentworth,
100 Main St. East,
P.O. Box 910, Hamilton,
Ontario L8N 3V9, Canada.
Telephone (416) 526-4222



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- Fill in the following or attach your card.

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